



City of New Richmond Strategic Plan August, 2011

1. Endorsement by City Council

On behalf of all that invested their valuable time and energy into this project it is our privilege to introduce the strategic plan for the City of New Richmond. This plan is intended to be complementary to the other city plans and was developed with a one year time horizon. The process of developing this plan included an operational scan of the Council and supervisors. Community priorities were considered and we expect to gather additional citizen input as the plan is reviewed and updated in coming years. This plan outlines the mission, the history and profile; strategic issues; and the goals for the City of New Richmond.

2. Mission

Mission Statement

The City of New Richmond's primary mission is to provide to its citizens reliable, efficient and economic public services.

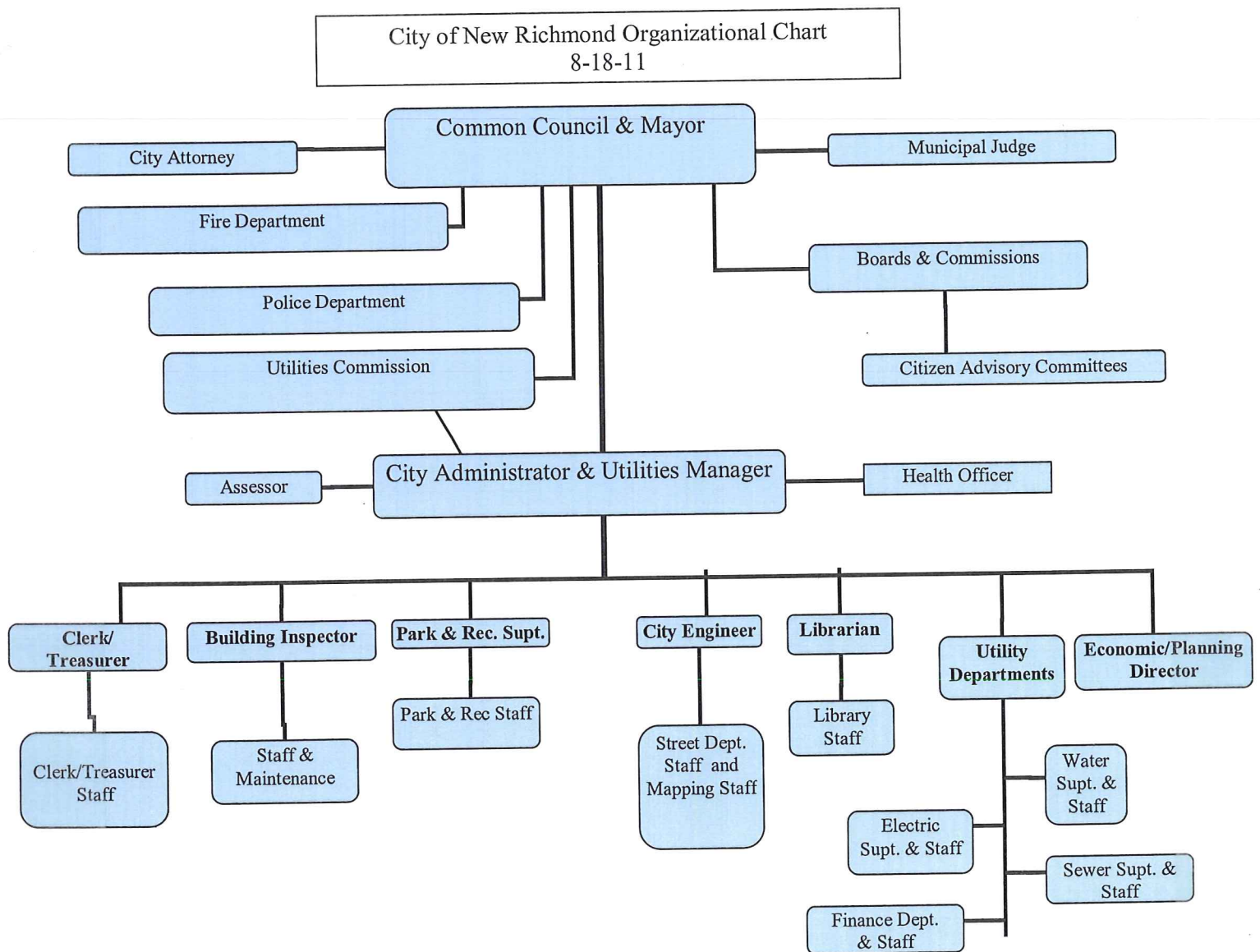
3. Organizational History and Profile

New Richmond was originally settled in the 1850s where timber drove the early economy. As that resource was depleted, the community continued to thrive as a bustling business center for the surrounding farmland. In June 1899, Wisconsin's deadliest tornado struck the city, which when combined with the fires that followed, left 117 dead and more than 200 buildings destroyed. Hard work and determination had most of the business rebuilt within six months. It was testimony to the spirit and fortitude of New Richmond's citizens, and a quality still seen in today's population.

New Richmond is located in St. Croix County, Wisconsin, approximately 40 miles east of the St. Paul/Minneapolis Metro Area. The current population of New Richmond is 8,003. We are very proud of our "Main Street"- the window of our community. It provides an excellent setting for financial and professional services, shops and specialty stores. Our growing Business and Technical Park has several highly technical businesses and a Super Walmart. New Richmond offers one of the premier 18 hole golf courses in the state. New Richmond is a small town with

Big-city services and we are eagerly awaiting the construction of a new four-lane bridge across the St. Croix River that will connect our community with the Minneapolis/St. Paul metro via the Highway 64 corridor.

The recently adopted new logo and tag line say it all...City of New Richmond: Actively Inviting and Naturally Authentic.



Mayor

Fred Horne

Aldermen for the City of New Richmond

Craig Kittel, Kirk Van Blaircom, Roberta Dale-Wozniak, Jane Hansen, Ron Volkert, James Zajkowski

City Committees and Boards**Finance Committee:**

Jim Zajkowski, Kirk Van Blaircom, Jane Hansen

Purchasing Committee:

Jane Hansen, Ron Volkert, Kirk Van Blaircom

Property Committee:

Jim Zajkowski, Craig Kittel, Jane Hansen

Street Committee:

Ron Volkert, Roberta Dale-Wozniak, Craig Kittel

Petition Committee:

Jane Hansen, Kirk Van Blaircom, Craig Kittel

Board of Health:

Jim Zajkowski, Kirk Van Blaircom, Roberta Dale-Wozniak

Board of Review:

Craig Kittel, Kirk Van Blaircom, Roberta Dale-Wozniak

County Supervisors

Fred Horne - District 5

Esther Wentz - District 6

Other City Committees

Airport Commission

Ambulance Board

Board of Appeals

Cable TV Regulatory Board

Community Development Authority

Economic Development Commission

Emergency Government Committee

Ethics Board

Historic Preservation Commission

Housing Authority

Library Board

Park Board

Plan Commission

Police and Fire Commission

Solid Waste Committee

Sports Center Board

Utility Commission

Willow River Rehabilitation Association

City Departments

Administration: Responsible for directing and coordinating the administration of municipal day-to-day operations and serves as chief administrative and operating officer of the City.
Supervisor Dennis Horner

Airport: New Richmond is home to one of the fastest growing airports in the Midwest.
Supervisor Mike Demulling

Building Inspection/Zoning Administrator: Responsible for enforcing all codes, laws, rules, and regulations controlling proper and safe building construction within the City of New Richmond. The building inspector also enforces City ordinances relating to the floodplain, zoning, property upkeep and land use. Supervisor John Frisco

Clerk/Treasurer: Custodian of the City official records and is responsible for administration of elections, complaint handling, and legal notification, issuance of licenses and permits, and preparation of official minutes. Also responsible for City collections and investments.
Supervisor Joe Bjelland

Economic Development & Planning: Responsible for coordinating and representing the City's planning and development efforts. Supervisor Bob Barbian

Fire Department: Provides full fire protection, rescue service, fire inspections, and education programs on fire prevention. Supervisor Jim Vander Wyst

Library: Provides a wide variety of library services to the City's residence and surrounding communities. Supervisor Scott Vrieze

Parks & Recreation: Responsible for park maintenance and recreational programs. Supervisor Joe Kerlin

Police Department: Responsible for providing police services that reduce crime and to promote a safe environment. Supervisor Mark Samelsted

Street Dept./Engineering: Responsible for maintaining roads and infrastructure within the City of New Richmond. This department also helps manage reconstruction and new street construction projects. Supervisor Dan Koski

Utility Services: Provides electric, water, and sanitary sewer services within the City of New Richmond. Supervisor Tom Rickard – electric, Supervisor Bob Meyer – water, Supervisor Dennis Holtz – sanitary and sewer.

4. Strategic Issues and Goals

City of New Richmond Strategic Issues

1. Maintain Affordable, Effective and Essential City Services	2. Support and Encourage Local Economic Growth and Vitality	3. Improve Cultural and Natural Amenities
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Goals

A: Maintain debt cap at 75% or lower of equalized value each year with a ten year rolling average goal of 65%

B: Maintain or decrease annual tax levy

Short term(1-2 years):

maintain existing levy

Long term(3-5 years): 2%

levy decrease per year

Goals

A: 1% new growth from taxable new construction each year for the next 5 years.

Goals

A: Work with others to build/fund community center
(determine priorities for supporting the MS campus project; library, tech/financial)

A **strategic issue** is a fundamental policy choice or challenge affecting an organization's mandates, mission, product, or service level and mix, clients or users, costs, financing, structure, process, or management.

The identification of strategic issues is the heart of the strategic planning process. Its purpose is to identify a set of strategic issues facing the organization and to frame them as questions, concerns, or needs the organization can do something about.

Strategic issues address the "what" of planning not "the how". Their consideration shapes the organization's action agenda – its goals, change initiatives, and supporting action plans.

A **goal** is a task that spells out the specific parameters for a particular change or course of action. It's important to set robust goals that meet the SMART criteria:

S=Specific M=Measurable A=Action-oriented R=Realistic T=Time-bound

Framing up goals that call out specific results, deliverables and metrics with deadlines drives greater accountability and makes it easier to assess progress. Robust goals use strong action verbs, identify barriers/benefits, have a deadline, and have a supporting action plan.

(Source: *Creating and Implementing your Strategic Plan: A Workbook for Public and Nonprofit Organizations* by Bryson and Alston)

5. Financial Summary Supporting the Strategic Plan

The City of New Richmond will develop its 2012 budget in accordance with the goals listed above.

6. Appendices

- A. Goal Action Plans
- B. Meeting notes
- C. Updating 2011 Goals Worksheet

Appendix A. Action Plans for City of New Richmond Goals

City of New Richmond Goal 1A Action Plan

Strategic Issue Addressed: Maintain Affordable, Effective and Essential City Services

Goal 1A: Maintain debt cap at 75% or lower of equalized value each year with a ten year rolling average goal of 65%

Owners: Mayor and City Council

Key Contributors: City Staff

Results (Measurement) Debt cap at 75% or lower of equalized value

Projected Annual Principal Repayment – With 2011 Bonds and \$500,000 in New Debt (2013-15)

Budget Year	TID IN Equalized Valuation	5% G.O. Borrowing Capacity	Beginning of Year Principal Outstanding	Beginning of Year Remaining Borrowing Capacity	Beginning of Year Percent Remaining	Total Principal Payment	End of Year Principal Outstanding	End of Year Remaining Borrowing Capacity	End of Year Percent Remaining
2011	598,092,700	29,904,635	24,316,971	5,587,764	19%	1,571,786	22,745,085	7,159,550	24%
2012	575,000,000	28,750,000	22,745,085	6,004,915	21%	1,538,943	21,206,143	7,543,857	26%
2013	575,000,000	28,750,000	21,706,143	7,043,857	25%	1,632,626	19,873,517	8,876,483	31%
2014	575,000,000	28,750,000	20,373,517	8,376,483	29%	1,860,341	18,513,176	10,236,824	36%
2015	575,000,000	28,750,000	19,013,176	9,736,824	34%	1,886,104	17,127,071	11,622,929	40%
2016	575,000,000	28,750,000	17,127,071	11,622,929	40%	1,872,270	15,254,802	13,495,198	47%
2017	575,000,000	28,750,000	15,254,802	13,495,198	47%	1,895,516	13,359,286	15,390,714	54%
2018	575,000,000	28,750,000	13,359,286	15,390,714	54%	1,913,806	11,445,480	17,304,520	60%
2019	575,000,000	28,750,000	11,445,480	17,304,520	60%	1,957,317	9,488,163	19,261,837	67%
2020	575,000,000	28,750,000	9,488,163	19,261,837	67%	1,734,933	7,753,229	20,996,771	73%
2021	575,000,000	28,750,000	7,753,229	20,996,771	73%	1,475,866	6,277,363	22,472,637	78%
2022	575,000,000	28,750,000	6,277,363	22,472,637	78%	1,511,934	4,765,429	23,984,571	83%
2023	575,000,000	28,750,000	4,765,429	23,984,571	83%	1,471,455	3,293,974	25,456,026	89%
2024	575,000,000	28,750,000	3,293,974	25,456,026	89%	1,026,192	2,267,782	26,482,218	92%
2025	575,000,000	28,750,000	2,267,782	26,482,218	92%	942,366	1,325,416	27,424,584	95%
2026	575,000,000	28,750,000	1,325,416	27,424,584	95%	467,790	857,627	27,892,373	97%
2027	575,000,000	28,750,000	857,627	27,892,373	97%	408,627	449,000	28,301,000	98%
2028	575,000,000	28,750,000	449,000	28,301,000	98%	144,000	305,000	28,445,000	99%
2029	575,000,000	28,750,000	305,000	28,445,000	99%	150,000	155,000	28,595,000	99%
2030	575,000,000	28,750,000	155,000	28,595,000	99%	155,000	0	28,750,000	100%

City of New Richmond Goal 1B Action Plan

Strategic Issue Addressed: Maintain Affordable, Effective and Essential City Services

Goal 1B: Maintain or decrease annual tax levy
Short term (1-2 years): maintain existing levy
Long term (3-5 years): 2% levy decrease per year

Owners: City Council

Key Contributors: City Staff

Deliverable(s): stable or reduced tax levy

Results (Measurement): annual tax levy

Major Actions	Timeline											
	2011		2012				2013				2014	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
1. Develop 2012 budget within guidelines of this goal		X										
2.												
3.												
4.												
5.												
6.												

Goal 2A Action Plan

Strategic Issue Addressed: Support and Encourage Local Economic Growth and Vitality

Goal 2A: 1% new growth from taxable new construction each year for the next 5 years

Owners: City Council

Key Contributors: NREDC, NRAEDC

Results (Measurement) Value of growth from new construction

Major Actions	Timeline											
	2011		2012				2013				2014	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
1. Assign this goal to the NREDC and charge them with developing an economic development plan		X										
2.												
3.												
4.												
5.												
6.												

Goal 3A Action Plan

Strategic Issue Addressed:

Improve Cultural and Natural Amenities

Goal 2A:

Work with others to build/fund community center (support MS campus project)

Owners:

City Council

Key Contributors:

City Staff, library board,

Deliverable(s):

Prioritization of support for the MS campus project. For example: determine the type of support (technical or financial) and the priorities for the City (library, senior center, ambulance garage, etc).

Results (Measurement)

City contribution (financial and/or technical) towards the completion of MS campus project

Major Actions	Timeline											
	2011		2012				2013				2014	
	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
1. Prioritize MS campus projects	X											
2. Determine amount of technical support for the MS campus project		X										
3. Determine amount of financial support for MS campus project		X										
4.												
5.												

Appendix B. Meeting Notes

City of New Richmond

March 7, 2011

Summary of responses from the Governing Body Assessment Tool

Staff Summary of Responses (7 responses)

<u>Thumbs down (needs work)</u>	<u>Neutral (monitor)</u>	<u>Thumbs Up (going well)</u>
-Rules/mission/goals	-Council Participation	-Group Relationships
-Organizational Structure	-Gov't/Community Relationships	-Leadership Effectiveness
-Departmental Relations		
-Evaluation		

Council Summary of Responses (6 responses)

<u>Thumbs down (needs work)</u>	<u>Neutral (monitor)</u>	<u>Thumbs Up (going well)</u>
-Rules/mission/goals	-Council Participation	-Group Relationships
-Organizational Structure	-Government/Community Relationships	-Leadership Effectiveness
-Evaluation		- Fiscal Resources
		- Departmental Relations

Preliminary Conclusions

- Staff and Council ready for planning and goal setting
- Staff and Council agree that work should focus on:
 - Goal development (action planning)
 - Organizational structure (defining roles and responsibilities)
 - Evaluation (goal measurement)
- Staff and Council have differing responses on:
 - Departmental relations (conflict resolution/team building)

New Richmond Strategic Planning Meeting Notes

March 7, 2011

The New Richmond City council completed a Government Body Assessment tool which provided evidence they were ready to move forward with a strategic planning process. City staff also completed the tool that provided evidence they are ready to begin a strategic planning process.

Kling facilitated a process with the Council to develop strategic issues and prioritize them. Potential action items were also discussed which are listed in the bullet points below.

The Council revised the City's mission statement to the following:

The City of New Richmond's primary mission is to provide to its citizens reliable, efficient and economic public services.

Strategic Issues Identified:

1. Affordable Effective and Essential Services

- Intergovernmental cooperation
- Maintain/decrease tax/mil rate
- Debt cap 75% max (goal is 65% ten year average)
- Sustainable
- Maintain emergency services (needs more work)
- Utilities
- Roads/transportation
- Political processes
- Maintain AA rating
- Keep fund reserve balance at 30%
- Decrease state mandates

2. Economic Support/Growth

- 1% increase in equalized value per year for next 5 yrs
- Strategic plan for E.D.C. (attainable goals for TIF districts)
- 2x a year meeting between council and E.D.C. to increase understanding between the two
- Development of county owned land
- Impact fees
- Bridge at Stillwater
- Discuss WeTec building with E.D.C.

3. Cultural and Natural Amenities

- Library
- Consider outdoor pool

CITY OF NEW RICHMOND ACTION PLAN WORKSHEET- March 2011

Updated 3/30/11

STRATEGIC ISSUE 1: Maintain Affordable, Effective and Essential City Services					
Goals (What Steps Could We Take to address the strategic issue)	Inputs/Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible?	By When ?
A. Continue to pursue Intergovernmental Cooperation with Towns and County	Attend GEN meetings Communicate with county board and administrator	Boundary Agreements Shared services and costs	none	Council/City Administration	
B. Maintain or decrease tax levy	Limit expenses and debt Increase tax base	Lower property taxes for residents	More participation from NREDC, EDC, and SCCEDC	Council/City Administration	
C. Keep Debt Cap at 75% max of equalized value (goal is 65% ten year average)	Limit new debt to \$500,000/year Pay off debt Keep fund reserve balance of 30% of annual budget	Less debt Maintain solid credit Keep AA bond rating	Council/City Administration	Council/City Administration	

Goals (What Steps Could We Take to address the strategic issue)	Inputs/Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible?	By When?
D. Maintain and improve emergency services (fire, ambulance, police, emergency government)	Building new ambulance shop Plan for realistic capital outlay	Consistent borrowing for City	Joint effort between city committees, towns, and county	Fire board Ambulance board City council City staff	
E. Work with Utility Commission to coordinate maintenance	Communication between City/Utility Commission/public	Citizens improved understanding of ground water quality and quantity issues.	Groundwater Specialists	Council	
F. Maintain and improve Roads and Transportation	Collaborate with county and state transportation Adjust budgets due to proposed state biennial budget	Quality roads for citizens and commerce		Street Superintendent	
G. Political Process					
H. Sidewalk development	-Sidewalk Committee needs to list in order of importance sidewalks	Update sidewalk five year plan	Sidewalk committee and parks and streets committee	Sidewalk committee	4Q11

CITY OF NEW RICHMOND ACTION PLAN WORKSHEET-March 2011

Updated 4/21/11

STRATEGIC ISSUE 2: Support and Encourage Local Economic Growth and Vitality					
Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
<p>A. Overall Goal: 1% new growth from taxable new construction each year for the next 5 years (roughly 6 million/year)</p> <p>[Goal revised by NREDC on 4/21/11. items listed below will be included as action items for this goal]</p>			<p>Strategic plan incorporati ng activities listed below to be completed by:</p> <p>Economic Developme nt Commission & NRAEDC</p>	City Council	
Strategic plan for EDC (attainable goals for TIF districts)					
Two meetings per year between council and EDC to increase understanding between the two					
Development of county owned land					

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
Impact fees		to be competitive with surrounding communities			
Bridge at Stillwater					
Discuss WeTec Building with EDC					
Business and Tech Park Richmond Crossing/Commer cial TIF District (TIF 6)					
TIF #8					

CITY OF NEW RICHMOND ACTION PLAN WORKSHEET-March 2011

Updated 4/21/11

STRATEGIC ISSUE 3: Improve Cultural and Natural Amenities

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
A. Consider outdoor pool and/or splash playground	Research construction , yearly budget and maintenance cost	Determine the economic impact to the city Determine if the public supports this goal	Park department staff and board member's time	Park Department	4Q11
B. Work with others to build/fund community center (support MS campus project)	Continue conversation with community	Determine the economic impact to the city Determine if the public supports this goal	Council and staff		On-going
C. Support construction of new library at middle school site	Continue conversation with community	Build new library at MS site	Council and staff	Library Board	On-going

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
D. Support cultural activities for existing residents and tourists.	<ul style="list-style-type: none"> -Continue working cooperatively with City, Chamber, and other community organizations (both financially and human resources) -Develop a strategy 	<ul style="list-style-type: none"> -Downtown community focused celebration/event to bring residents together and attract tourists -Example could be to expand Corn on the Corner or the Park Art Fair or Fun Fest 	Work with Chamber and other stakeholders (possibly Fine Arts Board)	City Council	

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
E. Continued development of Hatfield Lake Regional Park (HLRP)	<ul style="list-style-type: none"> -Develop fundraising committee -Start official fundraiser for park -Continue to collect fee and look for grants. -Consider City resident discounts -Implement XX phases of development plan -Develop park district board for HLRP 	<ul style="list-style-type: none"> -Increased funds for HLRP from multiple sources -Increased use of HLRP -Increased quality of life for NR area -Increased sense of ownership for all NR area 	<ul style="list-style-type: none"> -City staff time -Professional fundraising -Community volunteers -All government boards (towns, city, Village, School) 	Park Board City Council GEN group	On- going

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
F. Increase recreational use of lakes and rivers		-Cleaner water ways -Canoeing/ fishing			
G. Continue development and maintenance of City trail system	-Organize in order of importance list of trail connections -Determine approximate construction costs	Determine list for next 5 years Will be prepared for grants when available	City staff time Input from parks Dept. and Multipurpose Pathway Committee	Parks Department	4Q11
Construction plans for trail along K from 140 th to Fox Run (take out. This falls under broad goal 3G above)	Send out RFP for design and construction plans for K Trail	Trail K design and construction plans will be completed to aid in grant writing for development of trail	Money that was set aside from development of Fox Run. Work with engineering firm	Parks Department City Engineer	3Q11

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
Develop trail maintenance plan (take out. This falls under broad goal 3G above)	Make inventory of trails, their age and condition	Determine order of importance and yearly cost for trail maintenance to include repair, crack fill and re-surfacing	Yearly budgeted cost	Parks Dept	3Q11
Construction of trail link to Hospital road from Lincoln road (take out. This falls under broad goal 3G above)	Budget \$2,000 for construction cost for 2012	Construct trail link in 2012	\$2,000 budgeted money for 2012	Parks and Streets Dept.	3Q12
Development of Disc golf Course (Take out. Will be included as part of Parks Board 5yr plan)					

Goals (What Steps Could We Take to address the strategic issue)	Inputs/ Outputs	Expected Outcomes	Human and/or Capital Resources Needed?	Who's Responsible ?	By When ?
Development of City and County Dog Park (Take out. Will be included as part of Parks Board 5yr plan)					
Replacement of Mary Park Shelter #3 and planning for replacement of #2 (Take out. Will be included as part of Parks Board 5yr plan)					

City of New Richmond Preliminary Goals
Ranked by voting on 5/16/11

Goal #1:

Maintain debt cap at 75% or lower of equalized value each year with a ten year rolling average goal of 65%.

Goal #2:

Maintain or decrease annual tax levy

-Short term: (1-2 years) maintain existing levy

-Long term: (3-5 years) 2% decrease per year

Goal #3:

1% new growth from taxable new construction each year for the next 5 years

Appendix C. Updating 2011 City of New Richmond Goals Worksheets

Evaluation <i>How well does the goal meet the SMART criteria?</i> <i>Is accountability clear? Does the goal have a deadline?</i>	Disposition <i>What is the status and/or disposition of the goal?</i>	Revision (if appropriate) <i>What is the new or revised statement? OR What are comments about the goal?</i>
Goal 1A - Maintain debt cap at 75% or lower of equalized value each year with a ten year rolling average goal of 65% Primary Responsibility:	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	
Goal 1B - Maintain or decrease annual tax levy Short term (1-2 years): maintain existing levy Long term (3-5 years): 2% levy decrease per year Primary Responsibility:	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	
Goal 2A - 1% new growth from taxable new construction each year for the next 5 years Primary Responsibility:	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	
Goal 3A - Work with others to build/fund community center (support MS campus project) Primary Responsibility:	<input type="checkbox"/> Maintain <input type="checkbox"/> Replace with a new or revised statement <input type="checkbox"/> Completed <input type="checkbox"/> Discontinue	